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ABSTRACT

A questionnaire which school districts in California were asked to fill out in an effort to determine the scope of responsibility and authority they feel is delegated to the district superintendent by the governing board is presented. The form asks them to check whether the superintendent has (1) complete authority; (2) authority, but must inform; (3) authority, but board action required; or (4) no authority, board makes decision. Categories include planning, personnel, support services, curriculum and instruction, budget and finance, and community relations. (RM)

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ROLE AND RELATIONSHIP GRID:

BOARD/SUPERINTENDENT

9-1-81

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EA 015 920

ROLE AND RELATIONSHIP GRID: BOARD/SUPERINTENDENT

The purpose of the attached role definition and decision-making analysis is to clarify the operating responsibility/authority of the Superintendent versus that of the Governing Board. It is not to determine the legal responsibility. Whether a delegation is legal or not should be checked by the district's legal advisor.

The general responsibility of the effective operation of a school district in the State of California rests with the Governing Board. In order to accomplish its purposes, the Board delegates certain responsibilities and the authority to carry them out to the Superintendent as the Chief Executive Officer of the District.

The extent of such delegation varies from district to district and in a district from time-to-time depending on the composition of the Board and the Superintendent.

Attached are listed six areas of responsibility and specific divisions to be made in each area. To clarify the degree of delegation the following legend will be used:

I. The Superintendent has complete authority to make the decision or take the action.

II. The Superintendent has authority to make the decision or take the action but must inform the Board of such decision or action.

III. The Superintendent has the authority and responsibility to provide recommendations. The Board takes the action or makes the decision after receiving the Superintendent' recommendations.

IV. The Board makes the decision or takes action without input from the Superintendent.

NOTE: The above decisions or actions assume concurrence by employee organizations on items which are negotiated.

DIRECTIONS:

Please indicate in the appropriate column the scope of responsibility/authority you feel is delegated to the Superintendent in your district. (How it is rather than how it ought to be.) As a check against good practice you may also want to put a different mark in the appropriate column which would indicate the way you feel the scope of responsibility/authority should be delegated to the Superintendent in your district. Checking the results of "How it is" as against "How it should be" will also give the Board and the Superintendent a rationale for making changes in their procedures which should improve their operating relationships.

Reviewing the responses of individual Board Members may clarify the position of the Board. Comparing these responses with those of the Superintendent may clarify areas of divergence in perception between the Board and the Superintendent; such divergences in perception are the seeds of potential conflict between the Board and the Superintendent.

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ROLE AND RELATIONSHIP GRID - Board/Superintendent

Superintendent - Operational Responsibility/Authority

	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No authority Board makes dec
1.0 PLANNING:				
1.1 Approve school calendar				
1.2 Approve district philosophy and goals				
1.3 Approve district annual objectives				
1.4 Approve district facility master plan				
1.5 Develop district enrollment projections				
1.6 Formulate administrative regulations to implement board policy				
1.7 Initiate a 12-month school year				
1.8 Change school attendance boundaries				

ROLE AND RELATIONSHIP GRID - Board/Superintendent	Superintendent - Operational Responsibility/Authority				
	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No authority Board makes decis	
2.0 PERSONNEL:					
2.1 Employ Principal					
2.2 Employ Teacher					
2.3 Transfer Principal to another school					
2.4 Transfer Teacher to a different assignment					
2.5 Add an additional Coordinator at the central office level					
2.6 Establish a new position entitled "Director, Research and Development"					
2.7 Demote a management employee					
2.8 Terminate a Principal					
2.9 Reprimand a Principal and place a notation in his/her personnel file					
2.10 Suspend a Principal for a policy or administrative regulation violation					
2.11 Select a Superintendent					
2.12 Promote a militant teacher to a Principalship					
2.13 Exchange teaching assignments between two Teachers at two schools without their consent					
2.14 Grant a 2-week leave of absence without pay to a Teacher					
2.15 Send a Teacher to an out-of-State conference					

ROLE AND RELATIONSHIP GRID - Board/Superintendent	Superintendent - Operational Responsibility/Authority				
	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No authority Board makes dec	
2.16 Retain a Consultant for inservice training of all custodial staff					
2.17 Designate the district negotiator					
2.18 Evaluate Principals					
2.19 Determine type and number of District Office administrative positions					

ROLE AND RELATIONSHIP GRID - Board/Superintendent	Superintendent - Operational Responsibility/Authority				
	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No Authority Board makes dec	
3.0 SUPPORT SERVICES:					
3.1 Set work standards for custodians and gardeners					
3.2 Determine use of facilities by community groups					
3.3 Lay off custodians because of budgetary reasons					
3.4 Authorize landscaping additions to an existing school					
3.5 Authorize building of another district school					
3.6 Have the Superintendent's office redecorated and refurnished					
3.7 Determine the building security system for district schools					
3.8 Contract with a private company for bussing					
3.9 Authorize the purchase of a district car					
3.10 Expand the district data processing center to serve other school districts					
3.11 Initiate a student fee schedule for extra-curricular activities					

ROLE AND RELATIONSHIP GRID - Board/Superintendent	Superintendent - Operational Responsibility/Authority				
	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No authority Board makes dec	
4.0 CURRICULUM AND INSTRUCTION:					
4.1 Authorize a new program in the district's curriculum					
4.2 Establish a Parents' Advisory Committee to recommend goals for the district					
4.3 Initiate a new Family Life Education Program					
4.4 Approve an over-night field trip for students					
4.5 Suspend publication of a student newspaper					
4.6 Discontinue an inter-scholastic sport in all district's schools					
4.7 Establish a district-wide testing program					
4.8 Abandon report cards in favor of a report by parent conferences					
4.9 Determine dress code for district schools					
4.10 Set graduation standards					
4.11 Authorize giving coaches one less class assignment so that they can start practice early					
4.12 Accept a gift of Black history books from the Black Panthers					
4.13 Invite a controversial organization to make a presentation to a school body					

ROLE AND RELATIONSHIP GRID - Board/Superintendent

Superintendent - Operational Responsibility/Authority

	I - Complete Authority	II - Authority but must inform	III - Authority but Board action req.	IV - No authority Board makes dec.
5.0 BUDGET AND FINANCE:				
5.1 Accept a major grant to the district from a private organization				
5.2 Institute a new budgeting, accounting system				
5.3 Authorize a school Principal to exceed the total school budget with funds to come from reserves				
5.4 Decide how the money is to be allocated among various budget categories within the total amount acceptable to the Board				
5.5 Transfer funds from one account series to another				
5.6 Lease four portable classrooms for temporary use until completion of a new school				
5.7 Select the auditing firm to audit district records				
5.8 Make financial projections				

ROLE AND RELATIONSHIP GRID - Board/Superintendent

Superintendent - Operational Responsibility/Authority

	I Complete Authority	II Authority but must inform	III Authority but Board action required	IV No authority Board makes dec
6.0 COMMUNITY RELATIONS:				
6.1 During a strike, decide to close a school and send students and remaining Teachers home				
6.2 Grant the demand of a student's parents to have the student transferred to another school within the district				
6.3 Approve sponsorship of an essay contest on "Citizenship" requested by Anhauser-Busch Corporation				
6.4 Provide Board Agenda with supporting papers to a community group				
6.5 Set up a District Advisory Committee to review district budget				
6.6 Report to local newspapers on district activities				